



CASS Group

CASS Group Corporate Plan For 2017 To 2021

This document sets out the Corporate Plan for our CASS Group for the five years covering January 2017 to December 2021.

Our CASS Group provides a comprehensive range of social and welfare services for the multicultural communities. We are commonly known in the community by our brand name "CASS", and it consists of a group of non-profit charities, all of which are registered as companies limited by guarantee, including principally the parent entity, the Chinese Australian Services Society Ltd (founded in 1981, to be referred to as "the Society" hereunder), and the subsidiary, CASS Care Ltd (established in 2002, to be referred to as "CASS Care" hereunder) which is also an endorsed public benevolent institution (PBI) by the Australian Taxation Office.

1) Corporate Plan History and Planning Approach of the CASS Group

The Society commenced corporate planning process in 1987, and has since then managed its services in accordance with Corporate Plans for the period between 1987 and 2016.

This Corporate Plan 2017-2021 has been developed through extensive consultations, planning and discussion processes within our CASS Group. The Plan consists of thoughtful strategies contributed by members of our Board, staff members, volunteers, community leaders and stakeholders.

The strategic direction of CASS for the subject five-year as formulated in this Corporate Plan takes into consideration the trend and opportunities in the sectors CASS has been actively participating, pursuing and delivering along with the risks and challenges that exist in the operating environment CASS is in.

2) Vision, Mission and Values of CASS for 2017-2021

The mission, vision and values statements are beliefs sincerely held that guide an organisation's path.

The CASS Vision is:

"Providing high quality services for people of all ages, from new born to late life – always the first choice of service users and their family members."

Our mission is "CASS CARES", meaning:

- Cultivates a culture of respect and acceptance;
- Assures the provision of qualified and professional services;
- Safeguards open communication and collaboration of all stakeholders;
- Supports personal responsibility and empowerment of service users;
- Continues the growth and adaptation to meet the needs of all concerned;
- Adopts person-centred and consumer directed care approach;
- Respects the rights, privacy, dignity, culture and beliefs of service users;



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Enhances service innovations and excellence; and
Sustains team spirit and fosters continuous improvement.

Our core values are “CARE TEAM”, meaning:

Commitment and dedication
Advancement and innovation
Responsiveness and collaboration
Equality and integration
Teamwork and communication
Excellence and determination
Acceptance and inclusion
Motivation and passion.

3) CASS Corporate Strategies for 2017 - 2021

1. **Develop continuous improvement plan and programs to update the professional skills and knowledge of staff members to ensure quality services are delivered to meet the growing expectations of the community.**
 - All services are to provide quality services meeting not just regulatory/accreditation standards but above and beyond basic standards to attract a greater share of the competitive markets.
 - All services shall aim to run efficiently and effectively with good financial performance and good standing in the community.
2. **Consolidate and improve the service provision of all existing services and look for opportunities for further business development possible in an increasingly competitive market.**
 - Extend our service provision in regions and communities not tapped before and expand our service provision in regions and communities we serve traditionally.
3. **Explore and develop services using new technology in the provision of care services.**
 - Use assistive technology to enhance the care and safety of service users as well as increasing their connectivity and independence.
4. **Explore the use of innovative and emerging IT systems or methods to enhance the management and operation of CASS Group.**
5. **Formulate and implement effective strategies to acquire assets for the expansion of services to meet the changing needs and growing expectations of the community.**
6. **Explore joint venture opportunities with financial partners to expand existing business.**
7. **Formulate and implement effective and strong promotional strategies.**
 - Actively build positive image of the CASS Group and marketing the brand “CASS” in the community.
8. **Continue Our Community Capacity Building Work.**
 - Provide assistance to small and not so well established groups to run their affairs;
 - Initiate and facilitate fundraising efforts providing aid to victims affected by disasters;



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- Actively contribute feedback to Governments on issues of concerns to the community that may affect our rights.
- 9. Strengthen corporate governance and foster community participation and building of the CASS Team.**
- 10. Review and put in place measures to enhance strategic planning, human resources management, risk management, financial management, leadership and management skills development programs and succession plan.**
 - Formulate an Enterprise Agreement for staff members employed under CASS Care Ltd.